

# Grow Your Next Leader: Building Internal Pipelines in Workforce Agencies

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# Meet Your Facilitator

## Nicco LoCascio

### *Purpose Works Consulting Group*

Nicco LoCascio is a seasoned professional dedicated to fostering growth and excellence within organizations. With a wealth of experience, Nicco specializes in:

- Developing impactful workforce development strategies that drive sustainable change.
- Cultivating strong leadership pipelines through tailored development programs.
- Providing expert consulting services to non-profits, Juvenile Justice, and Child Welfare Agencies.
- Empowering teams to achieve their full potential and navigate complex industry challenges.



# Session Overview

Today's session is designed to equip you with practical strategies for building leadership capacity from within your organization. We'll explore proven approaches that Southeast workforce agencies are using to develop their next generation of leaders.



## Identifying High-Potential Talent

Learn to spot and nurture emerging leaders in your organization



## Strengthening Internal Pipelines

Create clear pathways for advancement and growth



## Coaching & Mentoring

Build frameworks that develop skills and perspective



## Strategic Alignment

Connect development efforts to agency goals and mission



## Building Capacity

Create sustainable systems that strengthen every level



LEARNING OUTCOMES

## What You'll Take Away Today

### ➤ Actionable Tools

Ready-to-use frameworks and assessments to strengthen your leadership pipeline immediately

### ➤ Development Roadmap

A clear, step-by-step plan for building leadership capacity in your agency

### ➤ Growth Strategies

Sustainable approaches to capacity building that create lasting organizational impact

### ➤ Leadership Frameworks

Proven structures to identify, develop, and support your next-level leaders



# Who Is This For?

This session is specifically designed for leaders and professionals committed to fostering strong internal talent pipelines within workforce agencies.



## Workforce Agency Directors & Managers

Leading the charge in public workforce development.



## HR & Talent Development Professionals

Strategizing for internal growth and employee potential.



## Executive Leadership & Senior Staff

Driving strategic initiatives and organizational change.



## Emerging Leaders & Supervisors

Aspiring to higher levels of impact and influence.

# SETA's Commitment to Workforce Excellence



The Southeast Employment and Training Association (SETA) is dedicated to advancing workforce development across the region through a focus on:

- **Training & Development**

Advancing workforce professionals through structured learning and skill-building.

- **Networking & Knowledge Exchange**

Strengthening workforce systems through collaboration and shared best practices.

- **Best Practice Implementation**

Applying proven strategies to improve organizational performance and service outcomes.

# Why Leadership Development Matters Now

The workforce development landscape is transforming at an unprecedented pace. Building strong internal leadership pipelines isn't just beneficial—it's essential for organizational survival and mission success.



## Evolving Landscape

Economic shifts, technological advances, and changing workforce needs require adaptive, skilled leaders.



## Mission Continuity

Internal pipelines reduce costly turnover and preserve institutional knowledge.



## Cultural Impact

Growing leaders internally strengthens culture, boosts retention, and enhances mission delivery.

📌 **Key Insight:** Organizations with strong internal leadership development programs see 30-40% higher retention rates and significantly stronger organizational performance.

Source: Workforce development & leadership research

# Identifying High-Potential Talent

Finding your next leaders requires looking beyond current job performance to evaluate future potential, behaviors, and readiness for growth.

01

## ➤ Look Beyond Performance

Evaluate behaviors, mindset, and potential—not just current results.

03

## ➤ Implement Structured Meetings

Conduct regular, structured conversations about employee potential and readiness.

## ❖ High-Potential Indicators

- 1) Learning Agility
- 2) Initiative & Ownership
- 3) Emotional Intelligence
- 4) Systems Thinking
- 5) Mission Alignment

02

## ➤ Use Clear Indicators

Assess initiative, adaptability, emotional intelligence, and communication skills.

04

## ➤ Create Leadership Opportunities

Provide chances for staff to demonstrate leadership capabilities in low-risk settings.

## ❖ Assessment Questions

- How do they respond to challenges?
- Do they seek growth opportunities?
- Can they inspire and motivate others?
- Do they think strategically?
- Are they receptive to coaching?

*High performance without leadership behaviors often leads to failed promotions!*

# Strengthening Internal Pipelines

Building effective internal pipelines requires intentional systems and structures. Create transparent pathways that give employees clarity about advancement opportunities and the competencies needed to grow.



## ➤ Identification

Identify the specific leadership skills and behaviors your agency needs at each level.



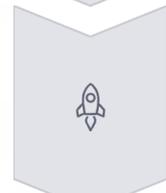
## ➤ Development

Provide structured growth opportunities such as stretch assignments, cross-functional exposure, leadership training, and shadowing.



## ➤ Coaching & Support

Use regular coaching conversations, competency-based feedback, mentorship, and clear expectations.



## ➤ Readiness & Transition

Prepare individuals before vacancies occur. Look for judgement, adaptability, and mission alignment.

## Key Pipeline Components

### ❖ Stretch Assignments

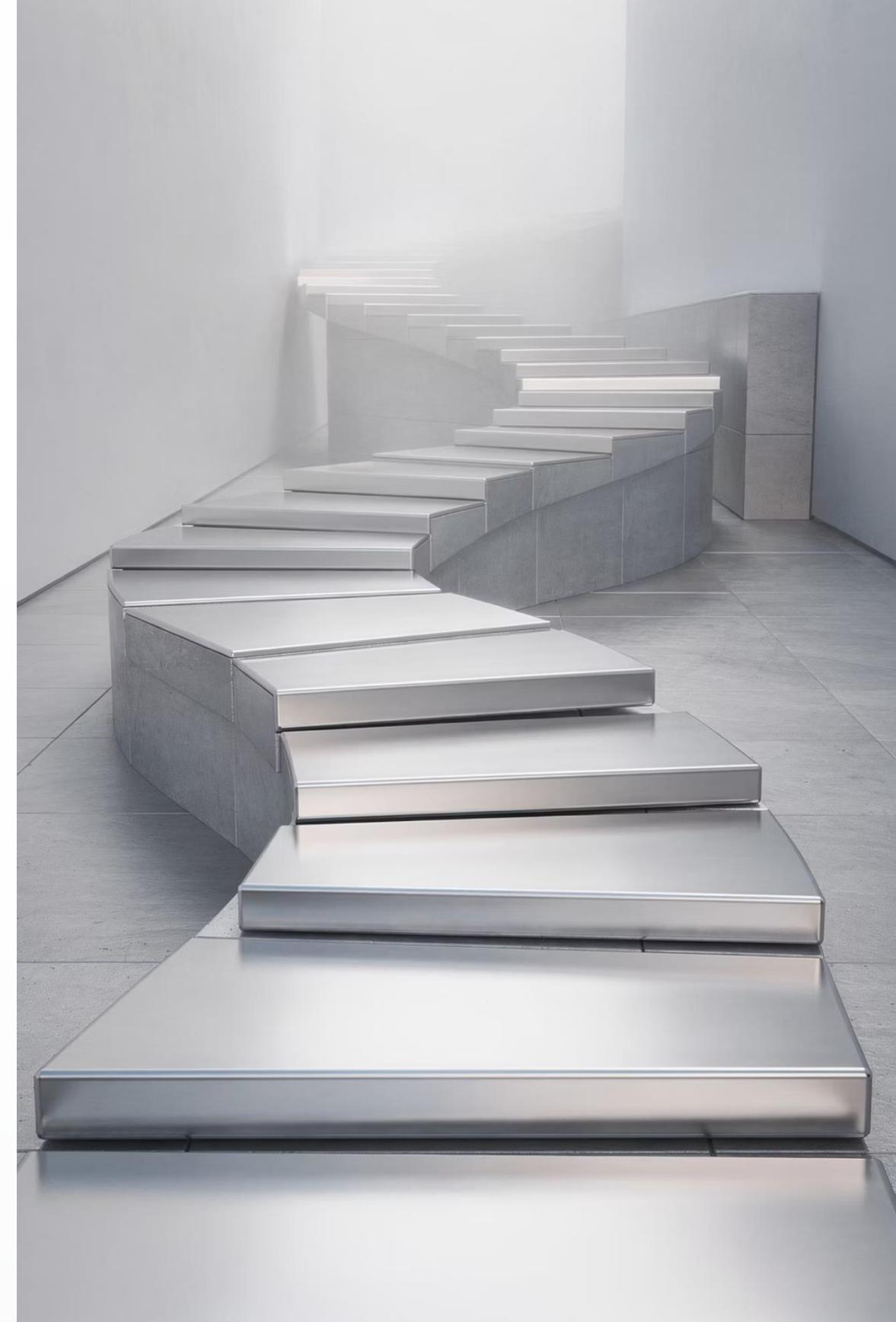
Give emerging leaders challenging projects slightly beyond their current role.

### ❖ Cross-Training

Expose staff to different functions and perspectives across the agency.

### ❖ Development Plans

Create individualized roadmaps with specific goals, timelines, and support.



# Coaching & Mentoring Frameworks



Effective leadership development combines coaching (skill-building) with mentoring (perspective-building). Both are essential for developing well-rounded leaders who can navigate complex challenges.

## Coaching Develops Skills

Focused on specific competencies, behaviors, and performance improvement through guided practice and feedback.

## Mentoring Develops Perspective

Builds wisdom, judgment, and strategic thinking through relationship-based guidance and shared experiences.

## Implementation Best Practices

### 1 Strategic Pairing

Match emerging leaders with experienced staff based on development needs, learning styles, and compatibility.

### 3 Two-Way Learning

Encourage reciprocal learning and feedback—mentors often gain fresh perspectives from mentees.

### 2 Structured Touchpoints

Establish regular meeting schedules with clear agendas and documented progress toward development goals.

### 4 Progress Tracking

Monitor development through regular check-ins, milestone reviews, and adjustment of learning plans as needed.

# Examples From the Field

Workforce agencies across the Southeast are successfully implementing internal leadership development strategies. Here are real composite examples from workforce agencies making a measurable difference:



## Juvenile Justice Success

A state juvenile justice agency developed a supervisory academy that identifies frontline staff with leadership potential. Through a 12-month program combining classroom learning with practical application, they've promoted 85% of participants into supervisory roles, reducing external recruitment costs by 60%.



## Community-Based Mentorship

A regional community services organization implemented a formal mentorship program pairing new hires with experienced staff. Within two years, employee retention increased by 42%, and internal promotion rates doubled. Staff reported higher job satisfaction and stronger connection to the mission.



## Workforce Development Pipeline

A local workforce development board created clear career pathways from career advisor to program manager. By providing targeted training, stretch assignments, and shadowing opportunities, they filled 70% of management positions internally, resulting in improved program outcomes and reduced time-to-hire.

# Manager Reflection Questions

Use these questions with supervisors, program managers, leadership teams, and one-on-one check-ins.

## Identifying Talent

- Who consistently steps up without being asked?
- Who demonstrates leadership influence among peers?

## Developing Talent

- What stretch opportunities am I providing?
- Where am I assuming readiness instead of preparing for it?

## Coaching & Support

- How am I providing feedback?
- Who needs more support to succeed?
- Am I coaching for growth or just managing tasks?

## Pipeline Health

- If a leadership role opened tomorrow, who would be ready?
- Where are our biggest leadership gaps?
- How well does our development approach align with our mission?

## Final Reflection

*Leadership development is not a task — it's a responsibility!*

# Aligning Development With Organizational Goals

Leadership development must directly support your agency's mission and strategic priorities. When development efforts align with organizational goals, you create measurable impact and ensure resources are invested wisely.



## ➤ Key Performance Indicators to Track

- Internal promotion rate vs. external hiring
- Time to fill leadership positions
- Employee retention and engagement scores
- Leadership competency assessment results
- Program outcome improvements
- Cost savings from reduced turnover
- Leadership pipeline depth and readiness
- Succession planning coverage rates

# Investing in Excellence



*Investing in people today ensures excellence tomorrow.*

Growing Your Next Leader equips workforce agencies to cultivate leaders who will carry the mission forward for years to come. By implementing the strategies we've explored today:

- Identifying Talent
- Building Pipelines
- Providing Coaching and Mentorship
- Aligning Development with Goals

*You will then create sustainable systems that strengthen your organization at every level!*

**70%**

**Internal Promotion Potential**

With strong pipelines in place

**40%**

**Higher Retention**

Through leadership development

**60%**

**Cost Reduction**

From reduced external recruiting

# Your Call to Action: Invest in Your Future Leaders

The insights and strategies shared today are powerful tools. The true impact comes from implementation.

## Commit to a Pilot

Choose one leadership development strategy discussed today: such as strengthening an internal pipeline component, implementing a coaching framework, or refining talent identification and commit to piloting it within your agency in the next 60 days.

❖ *By taking this deliberate step, you begin to build a stronger, more resilient leadership foundation for your workforce agency!*

# Questions?

Let's discuss how you can apply these strategies in your organization.

- 🗒 We invite you to share your experiences, challenges, and success stories. Your insights are invaluable!



## Connect with Purpose Works Consulting Group

Empowering organizations to thrive through strategic insight and collaborative action. Scan the QR code below to receive free resources from today's lesson.



### Contact Nicco LoCascio

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UPCOMING EVENT

# Lead with Purpose Workshop

March 17th @ 12PM

Join us to explore your purpose and your why — a powerful conversation for SETA attendees ready to explore their purpose and their why.



## Date & Time

March 17th at 12:00 PM



## Who It's For

SETA Attendees



## What to Expect

A powerful conversation about purpose and your why

Scan to Join

